

Erie Community College Institutional Assessment Feasibility Study

FINAL REPORT

MAY 2002

Prepared and Presented by:



resultants™
INTERNATIONAL, INC.

38 N. Cayuga Rd.
Williamsville, NY 14221
716.633.8848
www.eresultants.com



ERIE COMMUNITY COLLEGE

your future begins here

April 30, 2002

Dear Community Resident:

One year ago, Erie Community College embarked on an exciting and dynamic initiative designed to provide College leadership with a comprehensive assessment of our institution. The project garnered full support from our local sponsor, Erie County, and County Executive Joel Giambra, for it was viewed as an ambitious and very proactive approach to identifying essential components of a framework upon which the College community could develop its Long-Range Master Plan.

As Phase I of the Institutional Assessment process unfolded, six Focus Teams were created and charged with investigating a variety of scenarios for the future of our institution within the following areas: *Facilities, Alternative Revenues, Curriculum, Economies and Efficiencies, Support Services and Technology*. Diverse in nature, these Focus Teams brought together more than 200 individuals from ECC's internal and external constituencies representing education, business, industry, government and the non-profit sector.

Additionally, we provided each and every Western New Yorker the opportunity to let their voice be heard at one of three Public Forums. Many of you came forward and offered invaluable input and insights as to community needs and potential directions the College may move in.

With the completion of Phase I of this critical assessment process, we are very pleased to present the attached document for your review and discussion. Clearly, the findings and recommendations brought forth are quite telling. Each and every item addressed in the *Report* raises questions relative to how we as an institution can maintain our focus on the delivery of high-quality, efficient higher education programs and services given existing and/or alternative physical, financial and human resources.

The many recommendations brought forth also form the basis for Phase II of our Assessment—*Scenario Modeling*, or the flushing out of how ideas and concepts could become, or not become, a reality. I anticipate this next phase to be as exciting and inclusive as Phase I. *Scenario Modeling* will allow the College to engage local and regional investors, developers, business and government leaders, and education officials in the creation of our Master Plan. As President, I will ensure that all *Scenario Modeling*, include as its framework, the following objectives: enhanced academic excellence, access, no increased financial burden on Erie County taxpayers, no increase in student

tuition and no reduction in personnel. Incidentally, these objectives I speak of are the basis for the community college mission and philosophy.

Over the past decade, community colleges have become the fastest growing sector in higher education. Locally, one in every five graduating high school seniors chooses ECC as their entry into higher education and life. And a great majority of these individuals (over 90%) stay right here in WNY and become valued members of our region's workforce. So it becomes evident that an investment in your community college is an investment in the economic growth and viability of your region.

Please continue to support our Institutional Assessment initiative, and assist us in promoting the value of a community college education. In turn, we pledge to remain committed to making a positive difference in the quality of life of every student, employer and County resident we serve. Thank you for your ongoing support of Erie Community College!

Yours very truly,

A handwritten signature in dark ink, appearing to read "William J. Mariani". The signature is fluid and cursive, with the first name "William" and last name "Mariani" clearly distinguishable.

William J. Mariani
President
Erie Community College

March 22, 2002

Citizens of Western New York

Dear Friends:

As a graduate of Erie Community College, I know firsthand what a valuable asset it is to the people of Erie County. That's why one of my first goals upon taking office as County Executive was to draft a plan for making sure ECC would remain one of the premier two-year colleges in New York State.

The "Institutional Assessment" that we have engaged in during the past year has provided the first roadmap steps needed to create a master plan to make sure Erie Community College continues to perform functions that will be useful and valuable to the students who choose to pursue their education on its campus. We know that in a global economy, the profile of the "traditional" student has changed dramatically, and will continue to change in the future. People now choose to engage in new careers and upgrade their skills at many points throughout their lives, and a community college can and should be a key player in that process.

I am very pleased with the scope and depth of the Institutional Assessment in which Resultants International, Inc., members of the college and members of the community have participated. The issues addressed are exactly those that will help ECC refine its mission, better use its assets and resources and partner with other organizations and constituents within our community to enhance its role and increase its value to the residents of Erie County. The following report gives us the direction to implement a number of changes, all geared to strengthening Erie Community College. On behalf of the people of Erie County, I want to thank all the participants for their efforts and good work.

Sincerely,

JOEL A. GIAMBRA
ERIE COUNTY EXECUTIVE

JAG:ml

Table of Contents

Preface.....	Tab 1
Facilities.....	Tab 2
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	10
Wendel Duchscherer Recommendations	14
Facilities Audit Summary	21
Preliminary Facilities Scenarios	27
Possible Aerial Views	34
Phase 1 Facilities Audit and Preliminary Valuation.....	Tab 3
Alternative Revenue.....	Tab 4
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	10
Curriculum.....	Tab 5
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	10
Wendel Duchscherer Recommendations	15
Economies and Efficiencies.....	Tab 6
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	7
Wendel Duchscherer Recommendations	17
Support Services.....	Tab 7
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	6
Technology.....	Tab 8
Executive Overview	1
Focus Area Teams' Recommendations	2
Resultants International, Inc. Recommendations	6
Wendel Duchscherer Recommendations	10
Addendum.....	i
Project Rationale	ii
General Economic Context	v
ECC Vision, Mission, Core Values, and Institutional Goals	vii
Institutional Assessment Planning Process Methodology	ix
Origin of Top 15 Focus Area Team Strategies	x
History of ECC	xvi
List of NY Public Community Colleges	xvii
ECC Academic Trends	xxix
Maps	xxi
Wendel Duchscherer 2001 Facilities Audit Cost Analysis Summary	xxiii
Comprehensive Resource Enhancement Matrix	xxiv
Expected 10 Year Job Growth for Buffalo-Niagara (Chart)	xxvi
Sample Curriculum Planning Matrix	xxvii
Sample Learning Options Diagram	xxviii
Focus Area and Task Force Demographics	xxix
List of Project Participant	xxix